City of Santa Barbara
Police Department

Memorandum

DATE: September 14, 2010

TO: Members of the Fire and Police Commission

FROM: Frank Mannix, DCOP

SUBJECT: Response to Questions from Commissioner Parker

Police Response Times
(DCOP Mannix and Cpt. Altavilla)

- How were the P-3 goals for response times developed?

P-3 (Performance Measurement) was introduced city wide approximately 8 years ago by City Administrator Jim Armstrong, who encouraged departments to utilize line level and first line supervisory participation in the development of P-3 goals. Since the department did not have specific response times goals prior to P-3, department managers and dispatch supervisors collaborated to strategize response time goals. Initially, the response time goals were defined as answering a certain percentage of Calls for Service (CFS) within a certain amount of time (i.e. Answer 90% of P-1 CFS within 4 minutes or less). Although the CAD vendor at the time promised the ability to calculate these types of goals, it soon became apparent that this type of measurement was difficult to calculate. It was also noted that these calculations did not always indicate if response times were increasing or decreasing. In other words, there was no way of knowing how far below 90% the response times actually were. Also, the goal of 90% in 4 minutes was not based upon objective data of past performance, but rather optimistic projections of future likelihoods. In order to make response time data easier to use and understand, a simplified, yet more meaningful, method was adopted approximately 3 years ago. This method relies upon objective data of past performance as a baseline by simply reporting the average response time for the individual call types (P-1, P-2, P-3, P-4). By utilizing this method, it is very easy to track if response time averages are trending up, down, or holding steady. The downside to this method is that outlier data, which was excluded with the old methodology (the 10% outside the 90% target), will negatively affect the response time averages. The P-3 goals for response times were then reformatted as an average of the past three years. This methodology ensures the goals were based on historical objective data and not a hopeful hypothesis of future events.

- Why have the goals been adjusted upwards over recent years?

  The goals have not been adjusted upwards but have been reformatted as answered above.

- What are the criteria for determining in which priority category a call is logged?

  For over 20 years, the Santa Barbara Police Department has used various types of Computer Aided Dispatch (CAD) programs to dispatch our Calls for Service (CFS). In the 1980s, we had three categories of call types (Priority 1, Priority 2, and Priority 3). The criteria were based on institution experience and vendor suggestions. In general, P-1 calls were dangerous/serious calls that were in progress or very fresh (i.e. robbery in progress). P-2 calls were dangerous/serious calls that had "just occurred" (robbery, but the victim had returned home prior to calling the police) or lower level crimes that were still in progress (i.e. transient panhandling in front of a store). P-3 calls were cold investigations (burglary to a vehicle that is discovered when the victim wakes up in the morning 5 hrs. later). Over time, and with new CAD software, the call types were further refined to include Priority 2 High and Priority 2 Low. The addition of P-2H and P-2L effectively gave the SBPD 4 priority types. This refinement was necessary because the Priority 2 category captured a broad section of calls for service, which indicated that some P-2 calls were significantly more serious than others. In other words, not all P-2 calls are created equally.

  With the roll out of our newest CAD software (Versadex) in 2008, the priority types were relabeled P-1, P-2 (old P-2H) P-3 (old P-2L) and P-4 (old P-3), but the four call types were functionally equivalent. Several months after the roll out, it was decided to give the four call types the titles listed below. This was done not as a means of defining the criteria for the specific call type, but rather as a means of making the transition from the old software to the new software easier to understand (i.e. the relabeling of the 4 call types). There is considerable overlap among call types because one again not all calls within a single call type are create equally. The titles below are just a method of "pigeon holing" the various call types. It should be noted that in each category (P-1, P-2, P-3, and P-4), not all calls are created equally, and the dispatchers have considerable discretion to reprioritize the calls based on training, experience, and judgment.

  Priority 1: In-Progress (May result in Injury or Death)
  Priority 2: In-Progress (May not result in Injury or Death)
  Priority 3: In-Progress (Alarms and Investigations)
  Priority 4: Cold Investigation

- How, and by whom, is it determined into which response time category a call is to be placed?

  The calls for service are automatically assigned a priority type (P-1 through P-4) based upon the guidelines that have been preprogrammed into the computer. The guidelines were developed in consultation with the software vendor and reflect the institutional experience of the dispatchers and the police management staff. The guidelines have changed little from the past two software vendors (10+ yrs.). The priority level is verified by our Police and Fire Combined Communications staff, who can override the software recommendation. The priority is associated to the call type within the Computer Aided Dispatch (CAD) system and is recommended to the Communications staff with the entry of the call type incident. The Public Safety Dispatcher can raise or lower the priority of the call based on information during the specific incident, thereby ensuring that the call is correctly classified based upon the best information available to the dispatcher.

- Is such a determination subject to any supervisory review?

  Yes. A dispatch supervisor may override and reprioritize any active CFS.

- Over the course of the past few years, have certain call types or categories been downgraded/upgraded from one priority level to another and if so, what types and why?

  Injury traffic accidents were downgraded from a Priority 1 to Priority 2H for a very short period, then reinstated to a Priority 1. It was downgraded because Fire and Medics usually are the first public safety resources on the scene of an injury traffic accident. However, it was later upgraded because in some cases, an injury traffic accident was obviously a Priority 1 call for service, and was handled as such, irrespective of the titles or labels. In short, we believed it better to over prioritize minor injury traffic accidents rather than to potentially under prioritizing serious injury traffic accidents.

- How is a given response time determined -- i.e. what starts the response time and what ends it?

  <u>Calls for Service Report Criteria</u>

  - The "How Received" field indicates "Telephone" or "911 System"
  - Priority is based on the Final Call Priority.
  - Calls with missing times are excluded.
  - Priority 1 calls greater than 30-minute response time are excluded.
  - Calls with a dispatch date/time after the cleared date/time are not included.

  The response time clock starts when the call mask is queued (sent to the CAD system with the information needed to start the call). The first unit on the scene stops the response time clock.

- Considering that the Priority 1 response time targets have been difficult to achieve over the years, what specific things did the Department do to accomplish the lower Priority 1 response times for 2009?

  The Watch Commanders (Lieutenants & Sergeants) are required to actively manage the CFS workload and to redeploy officers when they hear dispatch request "unit to clear" for a priority 1 call for service. The code 3 policy (lights & sirens) was updated and officers are encouraged to respond code 3 to priority 1 calls for service when safe and appropriate. The 10 plan swing shift was moved back one half hour from 1600-0200hrs. to 1530-0130hrs. to reduce priority 1 response times during shift change from days to swings.

  Please Note: Priority 1 response times have declined below target goals over the past three years (as detailed in the presentation), and Priority 2, 3, and 4 have remained steady.

- Define the policy, criteria, and methodology behind the policy of the 30 minute P-1 filter.
- How was 30 minutes chosen as the target filter time?

With the rollout of the Versadex CAD system in 2008 and with the reformatting of the P-3 goals as described above, it soon became obvious that 1 or 2 outlier Calls for Service, which were handled appropriately, could dramatically affect the response time average for the entire month. For example, an officer is dispatched to a Non-Injury Traffic Collision, which was appropriately classified a P-2 CFS. The officer arrives 35 minutes after the call is received (a little slow for P-2 calls, but sometimes this happens). While investigating the accident, one of the involved parties begins to complain of pain caused by the seatbelt during the collision. This information was not available to the dispatchers, as the onset of the symptoms had yet to occur. The officer appropriately reclassifies the CFS as an Injury Traffic Collision, which is captured in CAD as a P-1 CFS not the original P-2, as a Non-Injury Traffic Collision would otherwise indicate. This re-classification of priority type occurs automatically in CAD, as the new Versadex CAD system classifies priority types based upon the final disposition, not the initial priority type. The vast majority of filtered P-1 CFS occurs for this specific reason. This issue was discussed in CompStat, and the Information Technology Manager, Chris Nail, mentioned that the other Versadex agencies in California use a filtering system as a means to keep the CFS P-1 data free of anomalous outlier data. Although some agencies use a 20 minute filter, SBPD elected to use a 30 minute filer to ensure that P-1 CFS were not "too filtered" and thereby diluting the integrity of the data. The 30 minute value was used on a trial basis, but soon became finalized when the application affected only 11 CFS for the entire year (but still preserved the integrity of the data).

- Have any other anomalies been identified in Priority 1 response times? If so, what are they?

  No other anomalies have been identified in P-1 response times.

- What effort is made to identify anomalies in other priority levels? Are there any other groups of calls which have unusually low response times or unusually high response times in Priority 2 and Priority 3?

  No other anomalies have been identified in P-2, P-3, or P-4 response times. Response times are reviewed continually to ensure yearly averages are on track with P-3 goals.

- What kind of Supervisory review is provided to filtered or cancelled calls? Are filtered and cancelled calls analyzed in any manner? What records are kept of filtered or cancelled calls?

  All filtered CFS are reviewed to determine the reason why the call had an extended response time (greater than 30 minutes). Filtered and cancelled CFS are recorded in the CAD database as any other CFS. Cancelled CFS may be reviewed by a dispatch supervisor or dispatch manager, but cancelled CFS data is not compiled into a P-3 report.

Calculating and Reporting Crime Rates
(Cpt. Torres)

- Explain SBPD's UCR Part 1 crime reporting procedures. Have they changed over the years and/or have the SBPD procedures changed in the process of fulfilling the reporting requirements?

  SBPD complies with UCR reporting procedures as defined by the FBI UCR Handbook. UCR Part 1 crimes are defined in that handbook. UCR statistics were reported from the BUSTED RMS system from July 1983 thru April 2008 and the Versadex RMS from May 2008 to present.

- What are the current FBI definitions of the Part 1 Crimes? Does SBPD follow that same criteria? If not, why not? Define what crimes are included in the SBPD interpretation of UCR Part 1 crimes.

  SBPD reports Part 1 Crimes as defined in the FBI UCR Handbook. The procedures are too complicated to include in this report, but they may be reviewed at:

  http://www.fbi.gov/ucr/handbook/ucrhandbook04.pdf

- Have there been any problems in past years in compiling and reporting accurate numbers to UCR?

  At one time, simple assaults were being counted as aggravated for many years until we received clarification on how best to report aggravated assaults. These are defined as assaults in which a weapon was used, or in which hands, fists and feet resulted in great bodily injury resulting in hospitalization.) Since the change, crime stats defined as aggravated have dropped considerably from 15 or more to less than 3 each month.

- Is there an explanation for the alleged discrepancies between UCR report figures and the reported results of the POA's in-house hand counts for reported crimes in a given category.

  As presented on July 22nd, POA representatives did not familiarize themselves with UCR reporting requirements and did not understand what is, and is not, counted in each of the categories they represented as being discrepancies.

- Does SBPD ever revise figures to UCR once they are initially submitted? If so, under what circumstances, and how frequently is this done?

  This has happened twice. Once when a homicide had been held over in the Detective Bureau (to preserve the confidentiality of the investigation) and was not sent to Records for entry into the BUSTED system until later. It was reported at a later date when the year-end statistics were compiled and the homicide had not been counted. One other instance I can recall was when a juvenile had been entered into an adult count being that the birth date had been entered incorrectly by Records staff.

- Does SBPD tabulate arrest rates for all categories? If not, why not? Would such data aid in an analysis of the levels of service?

  Yes, SBPD has tabulated arrest data since July 1983 which is reviewed by officers, supervisors, and managers when needed.

- Has the Department relied solely on UCR reporting of crimes for analysis of levels of service to the community? Of not, what other mechanisms are used? Where appropriate, provide some recent reports which exemplify such analysis and how it impacted levels of service.

  No. The department uses the CompStat process to review levels of service to the community. CompStat reports have been previously provided to the Commission members and have not been included in this answer. The Chief also uses quarterly "Team Leadership Meetings" between his management and supervisory staff to discuss levels of service to the community (among other things). The Chief also receives "intelligence briefings" from the detective bureau when appropriate. When necessary, the Chief will call additional meetings with his Command Staff or other departmental personnel to discuss levels of service or other crime trend information.

Follow-Up Investigations by Detectives
(Cpt. Martel)

- What are the current staffing levels of the Detective Bureau by crime category? How do those numbers compare year-by-year over the past 10 years?

  The Investigative Division has four details; each detail has a sergeant and four to five detectives. This formula has been consistent for at least the last ten years. Currently the details are; the Crimes against Persons Detail comprised of 1 sergeant and 6 detectives, the Crimes against Property Detail comprised of 1 sergeant and 5 detectives, Youth Services Section (YSS) comprised of 1 sergeant and 4 detectives, Narcotics Unit comprised of 1 sergeant and 4 detectives. We also have one non-sworn working in the Crime Lab as a lab tech.

- What detective assignment categories are currently under-staffed, why, and by how much?

  Currently we have 2 openings in the Crimes against Property Unit. The openings occurred when one detective resigned and left the Department and the second detective rotated out of the position due to his rotation date coming due. We also have 1 detective assigned to Youth Services Section out due to a long term injury. This detective works at the schools as our school resource officer. We as Command Staff have chosen to hold the two vacant positions open and the one due to the injury open and not fill them at this time because of the shortage of personnel in Patrol. Primary responders in Patrol take precedent over any other specialty such as detectives.

- On average, what is the average case load assigned to a detective?

  Each detail varies based on the type of crimes they investigate. Crimes against Persons detectives range from 20 to 25 cases, Crimes against Property detectives range 25 to 30 cases, Youth Services Section detective range 15 to 20 and the Narcotic Unit self generates cases which is in the range of 5 or less.

- How was it determined that this is an appropriate number of cases?

  The Sergeants in charge of the work units decides the case loads and the ability of the individual detective, based on many factors but mainly on the individual detective's level of experience and his ability to work cases. In my 25 years of experience, the averages mentioned above per detail have been about the right amount of cases per detail creating manageable workloads. I know; I worked them for years as a detective.

- How are case assignments made? How are overflow caseloads handled?

  The Sergeants are responsible in assigning cases within their work units. They determine the cases that are assigned and the cases that will not be worked based on solvability factors (leads). The cases generally are prioritized into two larger groups with the Crimes against Persons taking a higher priority than Crimes against Property. The cases are then assigned to the detectives to work. The only work unit that may have some overflow cases currently is the Crimes against Property. The Sergeant usually looks into these cases himself and may decide to inactive the low level property crimes (low dollars amounts) with minimal leads or have other details assist in the overflow cases.

- How has the decrease in detective staffing impacted investigative operations?

  The Investigative Division works as an investigative team and combines resources as needed. The decrease in staffing requires us to be more creative with our resources. When one work unit needs help on either staffing for a large investigation or just someone to work some of the overflow cases, I work with the Sergeants to adjust personnel as needed. As in the past when the patrol staffing improves, we will fill the vacancies in the Investigative Division.

- If a detective is going to be otherwise occupied for an extended period of time, such as working on a major case, trial, illness, vacation, etc. what happens with his/her cases while they are unable to work their regular case load?

  The detail Sergeant evaluates the caseloads of detectives that are going to be unavailable for any reason. He then decides whether the case can wait or needs to be reassigned to an available detective.

- Considering the Department today has fewer detectives handling caseloads than it did in past years, what mechanisms are in place, if any, to deal with the obvious increase in cases, and the greater complexity of the investigations?

  The number of detectives has been constant for at least the last ten years if not the last twenty five that I have worked at the police department. It is up to the Division Commander and Detail Sergeants to decide how the detective resources are going to be used. This is particularly important when the numbers of cases increase or decrease in certain details or we encounter large complicated cases, such as, homicides. The Investigative Division works as a large investigative team rather than individual units during peak periods.

- How was a 90-day clearance time decided upon? Why not 30 day, 60 day or even 120 day?

  The clearance time has been adjusted up and down over the last twenty years. In my experience using 30 to 60 days was too short and using 120 was too long of a clearance period. I have personal hands on experience in working caseloads under all these time frames and I felt that the 90 days clearance was a fair measure for a detective working an average to heavy case load. I also believe that it is also a realistic expectation for the public as well. All criminal cases are unique in nature and have many variables, some are cleared quickly and others require more time.

- A P3 goal states that the case clearance time clock begins from the time the case is assigned versus when the report is made. Is the time tabulated between date the report is made and the time it is assigned? If not, why not? Would not that time add to the actual clearance time?

  In the P-3 goal, I am evaluating the detectives work product and holding them accountable for their cases. I believe it is fair to hold the detective accountable for the time period that they had the case under their control not the total age of the case. There are instances where a report is made but not assigned to a detective due to many factors outside of the control of the detective, such as, in-active cases that are reactivated due to new leads or courtesy reports that are mailed to us.

- Why haven't there been increases in Detective Bureau personnel over the years?

  The Detective Bureau increases in personnel when the need arises, such as, a large complicated investigation breaks or a large long term project is taken on. I have had staffing added on a temporary basis to deal with the increased workload or resource needs. The overall number of detectives has not increased on a permanent basis because the resource need has not been consistently there. We are expecting to fill our three vacancies in the Investigative Division soon.

- How does the Detective Bureau handle secretarial, clerical, and administrative tasks? How many of these tasks are now handled by detectives themselves? What is the overall impact of the transferring of such duties to detectives?

  We no longer have permanent clerical staff assigned to the Investigative Division. The detectives have sustained a minimal impact due to the lack of clerical staff assigned to the division. The following are examples of common clerical duties in the division.

Phone Calls

The phone calls that come into the Investigative Division under our primary Investigative Division phone number is handled by the Patrol secretary and she then transfers them to the appropriate person in the division. Detectives still have to pick up the phone when it rings at their desk and address the person on the other end of the line.

Typing of Follow Ups

The follow up reports generated by detectives are generally typed by the detectives themselves, which has been the case for many years. Detectives have transitioned into typing their own reports over the years even when we did have clerical staff in the division. Detectives generally prefer to type their own follow-ups. The detective has the option to dictate follow up reports (especially long follow-ups) and have them transcribed by our hourly transcribers assigned to the Records Section.

Discovery Requests

This is handled primarily through the Records Section. In the event there are requests for detective interviews that need to be transcribed we work with the Records Section in order to have hourly transcriber staff come in and complete this task. This requires more coordination and the proper notification through a supervisor and manager to ensure that the request is met in a timely and efficient manner.

290 Program

This is primarily handled by the Patrol Administrative Specialist and one of our reserve police officers. They handle most if not all of the paper work and data entry into the state system. The detectives in the Crimes against Persons assist in only interviewing the 290 individuals that are either first time registering with our department or are doing their once a year annual update registering. The detectives sometimes help with the monthly transient 290s if either the Patrol Administrative Specialist or reserve officer is not available. It is my directive that the Persons detectives interview the new 290's that register in our city because this is a pool of potentially high risk re-offenders. If a sex crime occurs in our city it is the Crimes against Persons detectives that investigates the crime so it only make sense to have those detectives do the initial interview with the new 290s within our community.

Here is the breakdown of work flow on the 290 program from 01-01-10 to 07-19-10
199 registrants registered this last six months – roughly 33 per month
The following Detectives/staff conducted the following number of 290 interviews:

- Det. Claytor: 4
- Det. Jensen: 8
- Det. Latorre: 13

Det. Terrence: 5
Patrol Administrative Specialist Hoodes: 49
Reserve Officer Giles: 110
Officer Hall: 10 (during his light duty period)

Patrol
(Captain Altavilla)

- What are Patrol minimum staffing levels for each shift?

  Days: 7 beat officers & 1 CSI officer
  Swings: 7 beat officers & 1 CSI officer
  Graves: 5 beat officers & 1 CSI officer
  Note: The on-duty Watch Commander has the discretion to fall below "minimum staffing" based upon current workload conditions and the department's ability to draw from other on-duty specialty positions (i.e. Motor Officer, K-9 Officer, Tactical Patrol Officer, Beat Coordinator Officer, etc.). In other words, the Watch Commanders are allowed to use their judgment based upon their many years of experience and training.

- How are these minimums determined and deemed appropriate?

  They are based on the City beat structure (6 City beats), shift overlap and response time analysis. Institutional experience has shown that staffing one officer per beat with one additional CSI officer provides adequate coverage. This coverage is usually doubled during hour of peak workload and is additionally augmented with other specialty officers. We mirror our staffing to match our workload and monitor response time trends in CompStat to ensure sufficient staffing is deployed at the right times.

- What is done to attain the minimum staffing level if it is below the minimum?

  Off-duty officers may be called back to duty (on overtime) to fill an unexpected vacancy. The Watch Commander may also choose to draw from a pool of other on-duty personnel, to include officers working specialty positions or grant funded assignments. The Watch Commander may choose to fall below recommended minimums, as mentioned above.

- How has patrol minimum staffing changed over the years?

  Patrol minimum staffing guidelines have remained relatively constant throughout the years with 7-8 officers assigned to days/swings, 6 officers assigned to graves, 7 officers assigned to specialties, resulting in 18-21 officers for aggregate deployment.

- What has been done to deal with the decrease in Patrol Staffing?

  Officers have been reassigned to Patrol team strength from Patrol specialty units or from the Investigative or Administrative Divisions. Team strength fluctuates between 45-50 officers, which are acceptable variances to ensure that response times remain at acceptable levels.

- How has a decrease in Patrol staffing affected levels of service?

  Decreases in Patrol staffing are the result of officers carried in the "IOD/Other" category, officer trainees, officers at training, officers on prescheduled time off (vacation/holiday/CTO) or officers who are sick. "IOD/Other" are officers who can't be deployed in the field due to injuries, military commitments and/or assignments in dispatch, just to name a few. Officer trainees are assigned to a Field Training Officer, and they are not ready to be deployed as an independent officer.
  When team strength is decreased due to these circumstances, officers are reassigned from Patrol specialty teams (Traffic, Tactical Patrol Force, Gang Suppression Team, Criminal Impact Team, Beat Coordinator Officer, etc.) to increase team staffing to handle calls for service, which is the Patrol Divisions primary mission. Decreases in Patrol staffing can effect response times and specialty team reassignments reduce the efficiency of the specialty units to accomplish their mission.

CompStat
(DCOP Mannix)

- Please describe the process by which CompStat is applied to the daily operations of SBPD.

  CompStat is a measurement tool designed to provide department managers and supervisors with a status check of crime rates and police efficiency. Patrol response times and crime trends are discussed for the purpose of soliciting suggestions to positively impact these issues. Detective workloads and department staffing needs are discussed. The Chief will also initiate a “round table” discussion to hear from all in attendance, including line level personnel who may be attending for informational reasons. The Chief will deliberate over the information shared at CompStat and may elect to adjust daily operations as needed. Typically, CompStat information is used to develop or reaffirm strategic goals for the department, while “daily operations” fall under the purview of first line supervisors and managers.

- How has CompStat improved SBPD operations? Please provide anecdotal examples.

  The CompStat process has changed and morphed over the years. When it was first introduced, much of the data shared at CompStat was not easily available for review. Suggestions for improvement were regularly made by all personnel to improve the presentation of the information. Through this process, the department improved our ability to "self-monitor" our efficacy. The CompStat presentation was reformatted when the new Versadex Records Management System was rolled out in 2008. The new RMS system is more powerful and our data collections and reporting capabilities are increased with the new system.

  <u>Anecdotal Example of Improved Operations</u>

  In 2009, CompStat data clearly indicated that the city was experiencing an increase in commercial and residential burglaries. For example, burglaries increased 26% in 2009 as compared to 2008 totals (August year to date values). To address this increase, the Chief decided to implement a Criminal Impact Team (CIT) consisting of 1 sergeant and 4 officers. This team was created to address crime issues as they were discovered in CompStat, in this particular instance, burglary crime. The team focused their efforts on local parolees, probationers, drug users, and other known offenders who would be typically responsible for burglary crime. Almost immediately, the burglary rate began to drop as suspects were being arrested by CIT, detectives, and patrol officers who were all concentrating their efforts on the burglary problem. As of August 2010, the burglary rate has dropped by nearly 26% (August YTD 2008 = 317, 2009 = 396, and 2010 = 295). In 2010, the burglary crime rates for the months of June, July, and August have dropped by 52%, 40%, and 57% respectively compared to 2009 levels. Clearly, the ability for SBPD to closely monitor crime rates and departmental efficacy has positively improved SBPD operations.

- Are there differences in the way CompStat is used by SBPD versus its original design by NYPD? If so, please briefly describe those differences and why they exist.

  The book, "The CompStat Paradigm: Management Accountability in Policing, Business and the Public Sector," by Vincent E. Henry was used as reference during the development of CompStat by SBPD. While the NYPD version was not used as a specific model, personnel from SBPD did visit an LAPD CompStat meeting that was patterned after the NYPD model by Chief Bratton. While the LAPD version (and presumably the NYPD version) tracked crime on a large scale basis to reflect the larger scope of crime in major metropolitan areas, the Santa Barbara method has been tailored to reflect the smaller size of the city. Although on a smaller scale, the basic tenets of CompStat are applied in Santa Barbara in much the same manner as the LAPD model.

- Are command and supervisory level meetings held to adjust operations as may be suggested by the CompStat system? When are these held, and provide some examples of adjustments that have been made due to CompStat, with references to the respective CompStat reports.

  While the Chief (or other SBPD managers) may call addition meetings with his command staff or other department personnel to follow up on issues discussed in CompStat, there are no preset or regularly scheduled meetings outside of the CompStat meeting. The Patrol Captain, however, does hold weekly meetings on Wednesday afternoons with his lieutenants (Watch Commanders) to discuss general issues involving crime and the patrol division. The Detective Captain also regularly meets with his supervisory staff to discuss similar issues. These meetings may also include (and usually do) a discussion of CompStat data. Because of the smaller scale of CompStat in the SBPD model, specific follow-up meetings with borough commanders and precinct captains are not necessary, as they are done with larger cities.

- Are there ever discrepancies between CompStat statistics and those reported to UCR, or to City Council for budgetary purposes?

  No.

- If so, what are the types of differences and why do they occur?

  N/A